CASE STUDY



Recovering outstanding debts during insolvency proceedings requires specialist expertise, strategic credit management, and close collaboration with insolvency practitioners. This case study demonstrates how CCICM supported the successful administration and sale of a major UK paper manufacturer by accelerating debtor collections, managing international receivables, and providing expert credit control services throughout the insolvency process.

Insolvency Debt Recovery Case Study: Recovering £96 Million for a UK Paper Manufacturer in Administration Accelerating Accounts Receivable Recovery During Corporate Insolvency

The Client
CCICM was appointed by FRP Advisory, acting as the Administrator of a leading UK paper manufacturer with an annual turnover of approximately £150 million.
The company's debtor ledger consisted of approximately 95% international debt, with customers located across Europe, Asia, North America, and South America. The complexity of the portfolio was further increased by the involvement of an overseas factoring arrangement, requiring careful coordination with multiple stakeholders.

The Challenge
Following the company's entry into administration in January 2019, CCICM was instructed to manage the collection of both pre-administration and post-administration debts while the business continued trading during the sale process.
The objective was to maximise cash realisation, support business continuity, and enhance the value of the business for potential purchasers.

The administration presented a number of significant operational and commercial challenges. The international nature of the debtor book required specialist expertise in cross-border debt recovery, currency management, and customer engagement across multiple jurisdictions. At the same time, trading needed to continue uninterrupted while outstanding receivables were collected and new invoices were managed.

Internally, maintaining the stability and morale of the existing credit control team was equally important. Insolvency situations can create uncertainty for employees, making the retention of experienced personnel essential to maintaining continuity and preserving customer relationships throughout the administration period.

The Administrator also required accurate, timely management information to monitor collections performance, assess cash flow, and support ongoing negotiations with prospective purchasers.

The Recovery Strategy
CCICM established a dedicated on-site presence at the client's head office, working alongside the existing credit control function throughout the administration period.

Our specialists assumed day-to-day responsibility for managing and supporting the internal credit control team, providing leadership, operational guidance, and motivation during a period of significant organisational change. This collaborative approach ensured that key members of the finance team remained engaged and focused on achieving recovery objectives.

Responsibility for the most complex, high-value, and disputed accounts was transferred to CCICM's senior debt recovery specialists. This enabled the internal team to concentrate on higher-volume collection activity while ensuring that strategically important accounts received the attention and expertise they required.

Regular communication was maintained with FRP Advisory through detailed weekly management information reports, providing comprehensive visibility of collection performance, debtor activity, cash realisations, and emerging risks. Drawing upon our detailed understanding of the business and its customer base, CCICM also provided commercial insight to support the Administrator during negotiations with prospective buyers.

Throughout the engagement, our team managed the company's overseas factoring arrangements, ensuring that funding facilities continued to operate effectively and that international receivables were administered efficiently.

The Outcome
CCICM remained embedded within the business for 10 months, delivering comprehensive credit management support throughout the administration.

During this period, the existing credit control team remained intact, preserving valuable customer knowledge and ensuring continuity of service during a critical phase of the business's restructuring. CCICM successfully accelerated the recovery of the debtor ledger, significantly improving cash flow and strengthening the overall financial position of the business.

In total, £96 million was recovered while the company continued trading in administration.

The improved quality of the accounts receivable book, combined with the continuity of operations, contributed to the successful sale of the business in September 2019, safeguarding the future of the company and preserving employment for its workforce.

Benefits of Partnering with CCI Credit Management

Global Reach with Local Expertise: Access experienced multilingual debt recovery specialists supported by in-country partners across more than 130 jurisdictions.

Local Jurisdiction Knowledge: Benefit from collection activity conducted within local legal frameworks, languages, cultures, and currencies.

Comprehensive Recovery Solutions: From debtor tracing and asset investigations to litigation support and enforcement action, we provide a complete international recovery service.

UK-Based Case Management: All cases are centrally managed by our UK team, ensuring consistency, transparency, and accountability throughout the recovery process.

Protect Your Reputation: Our professional and compliant recovery strategies safeguard your organisation's reputation while maximising recovery outcomes.

Real-Time Case Visibility: Monitor the progress of referred accounts through live case status updates and reporting.

Focus on Your Core Business: Leave the complexities of international debt collection to our specialists while your team concentrates on day-to-day operations.

About CCI Credit Management

CCI Credit Management (CCICM) is a multi-award-winning UK credit management and debt recovery specialist with more than 40 years of experience delivering results in credit control and debt collection.
- Trusted by governments, banks, accountants, asset-based lenders, turnaround professionals, private equity firms, multinational corporations, and SMEs.
- Headquartered in the UK with a global footprint of 90+ partner offices
- Fully FCA authorised and regulated, with ISO 9001 and ISO 27001 accreditation
- Proven expertise in complex, high-value, and cross-border debt recovery matters.

Flexible, Results-Driven Pricing Model

No Win, No Fee Debt Recovery: Contingency-based pricing ensures you only pay for successful outcomes.

Debt Portfolio Purchasing Options: Ability to acquire debt portfolios, with tailored evaluations for each opportunity.

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